

NATIONAL SURVEY OF COUNSELING CENTER DIRECTORS 2008

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ACCA WEBSITE: www.collegecounseling.org

The publisher of this monograph is the International Association of Counseling Services (IACS). As the accrediting agency for counseling centers in a wide variety of settings, the primary objective for IACS is the maintenance of quality service delivery. The basic purposes of the Association are to encourage and aid counseling centers and agencies to meet high professional standards, to inform the public about those that are competent and reliable, and to foster communication among the centers and agencies.

IACS WEBSITE: www.iacsinc.org

Overview

The National Survey of Counseling Center Directors has been conducted since 1981 and includes data provided by the administrative heads of college and university counseling centers in the United States and Canada.

The survey attempts to stay abreast of current trends in counseling centers and to provide counseling center directors with ready access to the opinions and solutions of colleagues to problems and challenges in the field. The areas addressed cover a range of concerns including budget trends, current concerns, innovative programming, and a number of other administrative, ethical and clinical issues.

2008 SURVEY HIGHLIGHTS (N=284)

More complete data by institutional size are provided with the survey summary data.

1. The ongoing trend of more women than men obtaining positions in counseling centers continues. 61% of new directors, 65% of new training directors, and 69% of all other professional staff hired in the past year were women.
2. The 284 centers surveyed represent 3,441,000 students who are eligible for counseling services.
3. 55% of directors and 69% of counseling center professionals are women.
4. 7.4% of centers charge for personal counseling, down from a peak of 17.2% in 1996. Only 2.5% of centers collect third party payments. The mean fee centers charge is \$19.50 and the mean annual income is \$40,500 (Items 1-2).
5. 44% of centers are supported by mandatory fees; 23% comes from student health fees, 18% from a student life fee, and 3% from a counseling center fee (Item 3).
6. The ratio of counselors to students is 1 to 1,906. Smaller schools have better ratios (Item 4).
7. 9.0% of enrolled students sought counseling in the past year. This represents approximately 310,000 students from the surveyed schools. 29.6% (almost one million) were seen by counselors in other contexts (workshops, orientations, classroom presentations, etc.) (Items 5&6).
8. There were two lawsuits against responding centers last year. One involved a harassment/civil rights violation by a former employee. The other involved a dismissed trainee who is suing for discrimination (Item 7).
9. 60% of schools offer psychiatric services on campus and, on average, provide 29.5 psychiatric consultation hours per week. The number of consultation hours per week per 1,000 students is 1.7.
10. 16% of center clients are referred for psychiatric evaluation and 26% are on psychiatric medication. The latter is up from 20% in 2003, 17% in 2000, and 9% in 1994. In addition, 93% of directors believe that there is an increase in the number of students coming to campus who are already on psychiatric medication (up from 87.5 % in 2007) (Items 10-12).
11. Almost one-third of directors (32.4%) believe that psychiatric consultation is woefully inadequate or non-existent on their campuses. 41% report that

they definitely could use more hours based on their client needs, and 24% feel that their psychiatric hours are about where they should be. Only one director reported more psychiatric hours than are needed (Item 13).

12. 95% of directors report that the recent trend toward greater number of students with severe psychological problems continues to be true on their campuses. The pressure on counselors to manage this increasingly complex case load has led to various concerns:

64.4% staff burnout problems.

64.2% shortages during peak times.

62% decreased focus on students with normal developmental concerns.

33.5% need to end too many cases prematurely.

Other write-in concerns included increased worry about liability issues, large increase in mandated referrals, now seeing students every other week instead of once weekly, growing demands to consult with residence halls and others about problematic students, higher expectations for counselors to be able to “fix” worrisome students, growing intolerance by faculty and others about students perceived to be “odd”(Items 14 15).

13. Directors report that 49% of their clients have severe psychological problems. 7.5% have impairment, so serious, that they cannot remain in school or can only do so with extensive psychological/psychiatric help, while 41.5% experience severe problems but can be treated successfully with available treatment modalities (Item 16).

14. Item 17 provides information on what centers are doing to address the increase of students with serious psychological problems.

- 68% increased the amount of time training faculty and others to respond in a helpful way to students in trouble and to make appropriate referrals.
- 62% served on a campus-wide Student Assistance Committee.
- 58% increased training for staff in working with difficult cases.
- 55% provide psycho-educational assistance on center websites.
- 48% expanded external referral networks.
- 42% increased counseling center staff.
- 32 % increased psychiatric consultation hours.

- 26% increased part-time counselors during busy time of year.
- 22% increased training for staff in time-limited therapy.
- 16% provide psychologically-oriented articles for the student newspaper.
- Other actions taken include increased psychiatric hours, providing more mandated suicide assessments, providing gatekeeper training to students, faculty and staff, extended evening hours and making more use of peer education groups.

15. 386 cases of obsessive pursuit were reported, with 120 students being injured and 12 being killed by their pursuer (Items 18-21).

16. Other service provision concerns that directors report (Item 22):

- 67.3% --increase in crisis counseling.
- 66.5% -- finding referral sources for students needing long-term help.
- 59.5% -- growing demand for services with no increase in resources.
- 53.2% -- increases in self-injury reports (cutting, etc. to relieve anxiety)
- 48.2% -- administrative issues related to the handling of students with severe pathology.
- 35.6% -- increase in number of students with eating disorders.
- 28.9% -- boundary issues with administration.
- 27.8% -- inadequate number of clerical staff.
- 25.4% -- increase in sexual assault cases.
- 23.6% -- not enough technical support.
- 21.5% -- waiting list issues.
- Other write-in concerns included the problems associated with new legislation in Virginia, finding external psychiatrists to take referrals, more student-on-student violence, increased level of staff absences

due to exhaustion and the growing problem of students going off their meds.

17. 253 centers hospitalized an average of 8.2 students per school (2,075 students in all) for psychological reasons. The average number of hospitalizations per 1,000 students was 1.3 (Items 23-24).
18. Directors reported 118 student suicides in the past year. 13.6% of these were current or former center clients, 73% were males, 78% were undergraduates, and most of the suicides (55%) occurred off-campus. 80% were Caucasian, 13.5% were Asian or Pacific Islanders and 2 % were African American. To the extent that it was known, 80% of the students were depressed, 56 % had relationship problems, 15.5% had academic problems, 24% were on psychiatric medication, and 10% were known to have had previous psychiatric hospitalizations. Directors, however, did not know the previous psychiatric history of 62% of these students. In addition, 35% committed suicide by use of a firearm, 23% by hanging, 9% by ingesting toxic substances, 5% by jumping, and 28% by other methods (Items 25-35).
19. 73% of directors would seek permission from clients who posed a suicidal risk to notify their family. Of these, 85% report that they are successful most of the time in obtaining this permission and 13% say they are successful about half the time (Items 36-37).
20. When legally dependent clients are a suicidal risk but not in imminent danger and will not give permission to notify family, 67%of directors would not do so except in very unusual circumstance, 30% would do so only if they believed it would not be harmful to the client, and only 3% would notify in all such circumstances (Item 38).
21. 47.5% of centers participated in Depression Screening Days. 7,200 students were screened and 2,400 were referred for counseling (Items 39-40).
22. 18% of centers participated in Anxiety Screening Days. 3,100 students were screened and 1,200 were referred for treatment (Items 41-42).
23. On average, counseling center directors counsel 12.5 students a week in addition to their administrative duties. The smaller the center, the more clients are seen by directors (Item 43).
24. The average “no-show” rate for counseling centers is 11% (Item 44).
25. The impact of the Virginia Tech tragedy has continued to impact on counseling center directors in the following ways (Item 45):

- 81% report a significant increase in calls from faculty and others on campus seeking a consultation about a student of concern.
- 76% noted a greater interest in the development or re-design of Inter-departmental crisis-management teams.
- 49% are preparing more reports for higher level administration about their center's capacity for handling student problems.
- 45% find a greater interest by student leaders and student newspapers in the work of the center.
- 43% are finding an increased pressure to share information about "difficult" cases with the administration.
- 37% report an increase in calls from parents inquiring about center services.
- 35% have developed or are developing new guidelines for when parents can be notified about "at risk" students.
- 33% have been spending more time with their bosses discussing the limits of confidentiality.
- 26% have been receiving more calls from the media about the nature of their work.
- 25% report that their centers now have a greater role in student and parent orientation programs.
- 21% of centers have received (or will) receive additional funding because of the increased focus on counseling services following the Virginia Tech shootings.

26. Only 29% of directors would deny counseling services to a student with serious psychological problems who refuses to take a referral to an external health care provider even though the center believes that the student would be best served by the external provider. Of the centers that would deny services, 68% have written policies to cover such cases, and less than half of these (41%) have had these policies approved by the school's legal counsel (Items 46-48).

27. During the Fall and Winter terms, full-time counselors spend their time in the following ways (Item 49):

- **62% Direct Service:** individual/group counseling, intakes, assessment, crisis-intervention, workshops,
- **20% Indirect Service:** supervision, RA/peer/clinical training, consultation, case conferences, case notes, outreach.
- **14% Administrative Services:** staff business meetings, center management, professional development
- **04% Other:** research, training, etc.

- 28. The case-load expectations for full-time counselors with no other primary assignments (training/clinical director, program coordinator etc.) is 23 clinical hours a week. This number includes no-shows (Item 50).**
- 29. 58% of counseling center clients report that counseling has helped them remain enrolled in their institution, and 61% indicate, on evaluation forms, that counseling has helped with their academic performance. These percentages are impressive because most students who seek out counseling do not identify these issues as primary concerns (Items 51-52).**
- 30. In 2008, 49 centers (17%) gave warning to 133 third parties about a client that posed a threat to another student (Item 53).**
- 31. See item 54 for salaries of new employees, item 55 for current employees based on years of service, and item 56 for directors' salaries broken down by size of staff and years of service.**

2008 Director's Survey Data

Director's Gender

Male	44.70%	127
Female	54.90%	156

Director's Racial/Ethnic Identification

African American	3.90%	11
Hispanic American	2.50%	7
Native American	0.00%	0
White/Caucasian	90.80%	258
Asian American	0.70%	2
Other	2.10%	6

Director's Highest Degree

Doctorate: Clinical/Counseling Psychology	63.00%	179
Masters: Clinical/Counseling Psychology	6.30%	18
Doctorate: Social Work	0.70%	2
Masters: Social Work	7.00%	20
Doctorate: Counseling/Counseling Education/Mental Health	8.10%	23
Masters: Counseling/Counseling Education/Mental Health	8.50%	24
Doctorate: Student Personnel	0.40%	1
Masters: Student Personnel	0.40%	1
M.D.	0.70%	2
Other	4.90%	14

Staff Members' Gender and Orientation

Male	30.56%	526
Female	69.44%	1195
Gay/Lesbian/Bisexual	10.15%	164
Heterosexual	89.85%	1452

Director's Professional Identity

Clinical Psychologist	23.20%	66
Counseling Psychologist	41.90%	119
Psychiatrist	0.70%	2
Mental Health Professional	6.00%	17
Social Worker	7.00%	20
Student Personnel Administrator	1.10%	3
Professional Counselor	14.80%	42
Other	4.90%	14

Number of students eligible for counseling in the 284 schools represented in the survey: 3,441,000

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
1.) Centers that charge a fee for personal counseling															
Yes		1.30%	1		3.40%	3		7.70%	4		19.70%	13		7.40%	21
1a.) If "Yes", how much do you charge per session? (in dollars)															
	75	75		10	10		13.3	10 - 15		18.2	8 - 60		19.5	8 - 75	
Centers that charge fees for personal counseling charge, on average, about \$19.50 per session.															
1b.) Annual income earned? (rounded to nearest \$500)															
	17.5K	17.5K	17.5K	13.3K	1K - 20K	40K	13.3K	7K - 22K	40K	58K	2.5K - 220K	753.5K	42.6K	1K - 220K	851K
The average annual income earned is \$40,500															
2.) Do you collect third party payments?															
Yes		2.60%	2		1.10%	1		1.90%	1		4.50%	3		2.50%	7
No		97.40%	76		97.70%	86		98.10%	51		95.50%	63		97.20%	276
3.) Is your Center supported by a mandatory fee?															
No		62.80%	49		56.80%	50		52.90%	27		50%	33		56.20%	159
Yes, one that is specifically identified as being for the Counseling Center		1.30%	1		3.40%	3		2%	1		4.50%	3		2.80%	8
Yes, through a Student Health fee		14.10%	11		23.90%	21		33.30%	17		25.80%	17		23.30%	66
Yes, through a general student life fee for all Student Affairs Services		21.80%	17		15.90%	14		11.80%	6		19.70%	13		17.70%	50
4.) Ratio of mental health professionals to students:															
	1 : 918	1:250-1:2500	77	1 : 1541	1:273-1:6500	87	1 : 1948	1:727-1:8000	50	1 : 3557	1:861-1:44300	64	1 : 1906	1:250-1:44300	278
5.) Percentage of student body that sought counseling last year:															
	13.00%	4-35%	70	7.90%	0-24%	75	6.30%	1-21%	42	8%	0-63%	56	9.00%	0.3-63%	243
6.) Percentage of student body seen in other contexts during the year:															
	33.20%	1-100%	70	23.30%	2-79%	73	27.70%	4-100%	40	24%	0-71%	56	27.10%	0.4-100%	239
7.) Has there been a lawsuit against your Center in the past year?															
Yes		0%	0		1.10%	1		0%	0		1.50%	1		0.70%	2
No		98.70%	77		98.90%	87		98.10%	51		98.50%	65		98.60%	280

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
8.) Are there on-campus psychiatric services available at your school?															
Yes		33.30%	26		51.20%	44		70.60%	36		91.90%	57		58.80%	163
No		66.70%	52		48.80%	42		29.40%	15		8.10%	5		41.20%	114
9a.) Psychiatric consultation hours per 1000 students:															
	6.8	0-45	25	4.2	0-47	43	2.7	0-30	36	1.3	0-28	57	1.7	0-46.7	161
10.) Estimate what percentage of your Center's clients are taking psychiatric medication:															
	25.7	5 – 70	1.9K	25.9	2 – 70	2K	26.5	7 – 60	1.2K	25.5	8 – 60	1.5K	25.9	2 – 70	6.7K
11.) Do you believe that there has been an increase in recent years in the number of Center clients that are taking psychiatric medication before arriving at the center?															
Yes		90.90%	70		96.60%	85		88.50%	46		96.90%	63		93.60%	264
No		9.10%	7		3.40%	3		11.50%	6		3.10%	2		6.40%	18
12.) Approximately what percentage of your client are referred for psychiatric evaluation?															
	14.3	1 – 50	1.1K	14.9	1 – 40	1.2K	17.3	2 – 41	795	18.1	3 – 40	998	15.9	1 – 50	4.1K
13.) How do you feel about the number of psychiatric hours that are available on your campus based on the role your center is expected to play on campus?															
They are non-existent or woefully inadequate		53.20%	41		38.40%	33		24%	12		9.40%	6		33.20%	92
We definitely could use more hours based on our clients' needs		22.10%	17		34.90%	30		56%	28		64.10%	41		41.90%	116
We are about where we should be for this size campus		24.70%	19		25.60%	22		20%	10		26.60%	17		24.50%	68
We have many more psychiatric consulting hours than we need		0%	0		1.20%	1		0%	0		0%	0		0.40%	1
14.) There has been a widely reported trend in recent years of an increase in students arriving at counseling centers with serious psychological problems. Has this been true at your															
Yes		92.20%	71		98.90%	86		94.20%	49		96.90%	63		95.70%	269
No		7.80%	6		1.10%	1		5.80%	3		3.10%	2		4.30%	12

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
15.) If "Yes", has this trend caused any of the following problems for you? (check all that apply)															
Not enough staff during peak times		59%	46		59.10%	52		67.30%	35		74.20%	49		64.10%	182
Staff burnout concerns		57.70%	45		65.90%	58		67.30%	35		68.20%	45		64.40%	183
Decreased focus on students with normal developmental concerns		59%	46		65.90%	58		51.90%	27		68.20%	45		62%	176
The need to end some counseling cases prematurely		26.90%	21		29.50%	26		28.80%	15		50%	33		33.50%	95
Other		19.20%	15		17%	15		13.50%	7		19.70%	13		17.60%	50
16a.) What percentage of your clients have impairment so severe that they are unable to remain in school or can only do so with on-going psychological/psychiatric assistance?															
	7.3	0 – 60		7.1	0 – 30		6.7	1 – 20		9.7	1 – 60		7.7	0 – 60	
16b.) What percentage of your clients have periods of severe distress (depression, anxiety, panic attacks, suicidal ideation, etc.) but can be treated successfully?															
	35.4	0 – 95		44.3	0 – 100		43.1	0 – 98		44.5	0 – 95		41.6	0 – 100	
16c.) Total percent of your clients that have severe problems															
	42.7	1-100		51.3	3-100		49.6	8-100		54.2	3-100		49.2	1-100	
17.) What actions has your Center taken to help handle the increase in the number of students with more serious psychological problems? (check all that apply)															
Increased training for staff in working with difficult cases		47.40%	37		51.10%	45		61.50%	32		59.10%	39		53.90%	153
Increased training for staff in time-limited therapy to help manage case loads better		14.10%	11		21.60%	19		19.20%	10		34.80%	23		22.20%	63
Increased counseling staff		26.90%	21		44.30%	39		46.20%	24		51.50%	34		41.50%	118
Increased psychiatric consulting hours		20.50%	16		26.10%	23		32.70%	17		54.50%	36		32.40%	92
Increased part-time counselors during busy time of year		17.90%	14		22.70%	20		25%	13		40.90%	27		26.10%	74
Increased time spent training faculty and others to respond well to students in trouble and to make more appropriate referrals		62.80%	49		67%	59		71.20%	37		71.20%	47		67.60%	192
Served on a Student Assistance Committee that includes varied campus personnel		60.30%	47		50%	44		71.20%	37		71.20%	47		61.60%	175
Offered psycho-educational assistance on a center web page		42.30%	33		55.70%	49		59.60%	31		62.10%	41		54.20%	154
Provided psychologically oriented columns for the student newspaper		11.50%	9		19.30%	17		13.50%	7		19.70%	13		16.20%	46
Expanded external referral network		50%	39		47.70%	42		42.30%	22		43.90%	29		46.50%	132
Other		14.10%	11		11.40%	10		5.80%	3		6.10%	4		9.90%	28

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
18.) Has your center handled any obsessive pursuit or stalking cases in the past year?															
Yes		33.80%	26		32.20%	28		44%	22		63.50%	40		41.90%	116
No		66.20%	51		67.80%	59		56%	28		36.50%	23		58.10%	161
19.) If "Yes", approximately how many cases have you handled?															
	2	1 – 7	52	2.4	1 – 5	65	3	1 – 15	54	5.5	1 – 38	215	3.5	1 – 38	386
20.) To your knowledge, how many persons on your campus were killed by an obsessive pursuer in the past year?															
	0.1	0 – 4	4	0.1	0 – 5	5	0.1	0 – 2	3	0	0	0	0	0 – 5	12
21.) To your knowledge, how many persons on your campus were physically injured by an obsessive pursuer in the past year?															
	0.3	0 – 5	22	0.5	0 – 8	40	0.4	0 – 4	16	0.8	0 – 5	42	0.5	0 – 8	120
22.) What other concerns does your Center have? (check all that apply)															
Increase in sexual assault cases		20.50%	16		27.30%	24		25%	13		28.80%	19		25.40%	72
Increase in self-injury reports (cutting, hair pulling, burning, etc.)		51.30%	40		52.30%	46		46.20%	24		62.10%	41		53.20%	151
Increase in number of students with eating disorders		38.50%	30		31.80%	28		36.50%	19		36.40%	24		35.60%	101
Increase in crisis counseling		56.40%	44		63.60%	56		73.10%	38		80.30%	53		67.30%	191
Finding referral sources for students who need long-term help		60.30%	47		64.80%	57		75%	39		69.70%	46		66.50%	189
Growing demand for services without adequate increases in resources		52.60%	41		56.80%	50		63.50%	33		68.20%	45		59.50%	169
Boundary issues with administration		44.90%	35		22.70%	20		21.20%	11		24.20%	16		28.90%	82
Administrative issues related to the handling of students with severe psychological problems		55.10%	43		51.10%	45		30.80%	16		50%	33		48.20%	137
Waiting list problems		16.70%	13		17%	15		25%	13		30.30%	20		21.50%	61
Not enough technical support		17.90%	14		19.30%	17		28.80%	15		31.80%	21		23.60%	67
Not enough clerical support		29.50%	23		26.10%	23		25%	13		30.30%	20		27.80%	79
Finding appropriate referral sources for students needing long term help		52.60%	41		46.60%	41		55.80%	29		62.10%	41		53.50%	152
Maintaining staff motivation		26.90%	21		29.50%	26		30.80%	16		28.80%	19		28.90%	82
Other		7.70%	6		6.80%	6		7.70%	4		10.60%	7		8.10%	23

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
23.) Has your Center hospitalized a student for psychological reasons in the past year?															
Yes		82.10%	64		86%	74		94.20%	49		100%	66		89.70%	253
No		17.90%	14		14%	12		5.80%	3		0%	0		10.30%	29
24.) If "Yes", how many were hospitalized?															
	4.3	1 – 22	274	5.6	1 – 25	413	8.6	1 – 30	371	14.8	2 – 90	935	8.2	1 – 90	2K
24a.) Hospitalizations per 1000 students:															
	2.5	0-9	63	1.3	0-5	74	0.9	0-2	43	0.6	0-3	63	1.3	0-8.8	243
25.) Have any students on your campus committed suicide in the past year?															
Yes		3.80%	3		13.80%	12		32%	16		61.30%	38		24.90%	69
No		96.20%	75		86.20%	75		68%	34		38.70%	24		75.10%	208
25a.) If "Yes", how many?															
	0.7	0 – 2	4	0.8	0 – 2	12	1.3	1 – 4	22	2.2	0 – 10	80	1.6	0 – 10	118
If you have had one or more student suicides in the past year, please fill this out to the extent that you are able to do so.															
Q26.) Center Client															
No		50%	2		80%	12		95.45%	21		86.96%	60		86.36%	95
Yes		50%	2		20%	3		4.55%	1		13.04%	9		13.64%	15
Q27.) Gender															
Female		75%	3		30.77%	4		0%	0		31.25%	20		27.27%	27
Male		25%	1		69.23%	9		100%	18		68.75%	44		72.73%	72
Q28.) Status and Years of Study															
Undergrad 1		25%	1		18.18%	2		8.33%	1		20.45%	9		18.31%	13
Undergrad 2		25%	1		18.18%	2		16.67%	2		22.73%	10		21.13%	15
Undergrad 3		25%	1		18.18%	2		25%	3		15.91%	7		18.31%	13
Undergrad 4		0%	0		27.27%	3		0%	0		25%	11		19.72%	14
Undergrad 5+		0%	0		0%	0		0%	0		0%	0		0%	0
Graduate		25%	1		18.18%	2		50%	6		15.91%	7		22.54%	16
Q29.) Method															
Firearm		0%	0		53.85%	7		37.50%	6		32.79%	20		35.11%	33
Hanging		50%	2		23.08%	3		18.75%	3		22.95%	14		23.40%	22
Jumping		0%	0		0%	0		6.25%	1		6.56%	4		5.32%	5
Poison		0%	0		0%	0		0%	0		13.11%	8		8.51%	8
Other		50%	2		23.08%	3		37.50%	6		24.59%	15		27.66%	26

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
Q30.) Location															
On Campus		50%	2		16.67%	2		0%	0		33.90%	20		25.81%	24
Near Campus		25%	1		25%	3		16.67%	3		18.64%	11		19.35%	18
Off Campus		25%	1		58.33%	7		83.33%	15		47.46%	28		54.84%	51
Q31.) Ethnicity															
Asian/Pacific Islander		25%	1		0%	0		5.88%	1		17.86%	10		13.48%	12
Black		25%	1		8.33%	1		0%	0		0%	0		2.25%	2
Native American/Alaskan		0%	0		0%	0		5.88%	1		1.79%	1		2.25%	2
White/Caucasian		50%	2		91.67%	11		82.35%	14		78.57%	44		79.78%	71
Latino/Latina		0%	0		0%	0		0%	0		1.79%	1		1.12%	1
Multi-Ethnic		0%	0		0%	0		5.88%	1		0%	0		1.12%	1
Q32.) Risk Factors															
Depression		75%	3		70%	7		81.82%	9		82.61%	38		80.28%	57
Grades/Academic		0%	0		20%	2		18.18%	2		15.22%	7		15.49%	11
Money/Finances		0%	0		20%	2		0%	0		17.39%	8		14.08%	10
Legal Concerns		0%	0		10%	1		0%	0		4.35%	2		4.23%	3
Health Issues		0%	0		0%	0		18.18%	2		4.35%	2		5.63%	4
Relationship Issues		75%	3		70%	7		72.73%	8		47.83%	22		56.34%	40
Q33.) Previous Attempts															
Yes		25%	1		9.09%	1		0%	0		22.22%	14		17.02%	16
No		0%	0		18.18%	2		18.75%	3		19.05%	12		18.09%	17
Don't Know		75%	3		72.73%	8		81.25%	13		58.73%	37		64.89%	61
Q34.) On Psychiatric Medication															
Yes		25%	1		27.27%	3		0%	0		29.03%	18		23.66%	22
No		25%	1		18.18%	2		31.25%	5		16.13%	10		19.35%	18
Don't Know		50%	2		54.55%	6		68.75%	11		54.84%	34		56.99%	53
Q35.) Prior Psychiatric Hospitalization															
Yes		25%	1		9.09%	1		0%	0		11.29%	7		9.68%	9
No		0%	0		27.27%	3		37.50%	6		27.42%	17		27.96%	26
Don't Know		75%	3		63.64%	7		62.50%	10		61.29%	38		62.37%	58
36.) If a student is a suicidal risk, but approp for treatment in your center would you seek the student's permission to contact parents?															
Generally Yes		71.40%	55		70.90%	61		80.80%	42		72.30%	47		73.20%	205
Generally No		16.90%	13		18.60%	16		13.50%	7		16.90%	11		16.80%	47
Other		11.70%	9		10.50%	9		5.80%	3		10.80%	7		10%	28

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
37.) If "Yes", how successful have you or your staff been in obtaining the client's permission?															
Successful most of the time		81.80%	45		85.20%	52		83.30%	35		89.40%	42		84.90%	174
Successful about half of the time		16.40%	9		11.50%	7		16.70%	7		10.60%	5		13.70%	28
Not very successful		1.80%	1		3.30%	2		0%	0		0%	0		1.50%	3
38.) In cases where legally dependent clients are a suicidal risk, but not in imminent danger, and will not give you permission to notify family - would you notify the parents?															
Yes, in all cases		6.70%	5		2.40%	2		0%	0		3.20%	2		3.30%	9
Generally yes, unless in my judgment this would be harmful to the client		20%	15		36.50%	31		35.30%	18		30.20%	19		30.30%	83
Generally no, except in very unusual circumstances		73.30%	55		61.20%	52		64.70%	33		66.70%	42		66.40%	182
39.) Did your Center participate in Depression Screening Day?															
Yes		44.20%	34		48.80%	42		59.60%	31		42.40%	28		48%	135
No		55.80%	43		51.20%	44		40.40%	21		57.60%	38		52%	146
40a.) How many students did you screen?															
	24	3 – 155	744	48.2	1 – 224	1.9K	82.2	0 – 500	2.5K	79.5	0 – 450	2.1K	56.7	0 – 500	7.2K
40b.) What percentage of the students where referred for treatment (internal or external)?															
	35.7	1 – 100	1000	31.7	0 – 100	1.3K	33.4	0 – 100	834	33	2 – 90	759	33.3	0 – 100	3.9K
41.) Did your Center participate in Anxiety Screening Day?															
Yes		20.80%	16		14.30%	12		23.10%	12		18.50%	12		18.70%	52
No		79.20%	61		85.70%	72		76.90%	40		81.50%	53		81.30%	226
42a.) How many students did you screen?															
	22.1	2 – 94	309	59.1	3 – 277	650	88.9	8 – 500	978	96.7	15 – 450	1.2K	64.5	2 – 500	3.1K
42b.) What percentage of the students were referred for treatment (internal or external)?															
	35.1	3 – 100	456	22.5	0 – 75	248	16.1	3 – 28	145	30.5	1 – 90	366	27	0 – 100	1.2K
43.) How many clients a week do you, as director, see in addition to your administrative duties?															
	17.7	5 – 85	1.3K	13.1	0 – 100	1.1K	9.9	0 – 25	493	7.8	0 – 100	508	12.5	0 – 100	3.5K
44.) What is the approximate percentage of no-shows at your center?															
	10.2	1 – 30	721	10.8	1 – 25	831	11.5	0 – 27	517	12.7	4 – 35	724	11.2	0 – 35	2.8K

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
45.) Based on our previous survey, the VA Tech tragedy had an immediate impact on centers. Has it continued to to impact your center in any of the following ways?															
A significant increase in calls coming from parents inquiring about our counseling services		26.90%	21		33%	29		36.50%	19		53%	35		36.60%	104
A significant increase in calls coming from faculty members and others on campus seeking a consultation about a student of concern to them		71.80%	56		73.90%	65		86.50%	45		95.50%	63		80.60%	229
A greater interest in the work of the counseling center by student newspapers and student leaders on campus		23.10%	18		42%	37		51.90%	27		69.70%	46		45.10%	128
Need to prepare more reports for administration about center's capacity for handling student's problems.		29.50%	23		44.30%	39		55.80%	29		71.20%	47		48.60%	138
A greater counseling center role in orientation programs for students and their parents		26.90%	21		27.30%	24		11.50%	6		31.80%	21		25.40%	72
I have been spending more time in discussing the limits of confidentiality with my boss		33.30%	26		30.70%	27		30.80%	16		37.90%	25		33.10%	94
The pressure to share more information with the administration about 'difficult' clients is increasing		44.90%	35		39.80%	35		42.30%	22		45.50%	30		43%	122
New policies or guidelines were initiated or old ones were revised on our campus about when parents can be notified about a student 'at risk'		32.10%	25		35.20%	31		25%	13		45.50%	30		34.90%	99
There has been an increased interest in developing a crisis management team on campus or in re-designing the one that currently exists		75.60%	59		73.90%	65		78.80%	41		75.80%	50		75.70%	215
There has been more calls from media representatives asking about student psychological problems		7.70%	6		20.50%	18		34.60%	18		50%	33		26.40%	75
Our center received (or will receive) some additional funding that would not have occurred had it not been for Virginia Tech		10.30%	8		20.50%	18		15.40%	8		39.40%	26		21.10%	60

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
46.) After the assessment of a new client, you determine that the client has a major psychological disorder, and believe he would be best served by an external agency or practitioner. The															
Yes		20%	15		29.60%	24		41.20%	21		36.10%	22		30.60%	82
No		80%	60		70.40%	57		58.80%	30		63.90%	39		69.40%	186
47.) If "Yes", do you have a written policy that covers such cases?															
Yes		53.30%	8		58.30%	14		52.40%	11		72.70%	16		59.80%	49
No		46.70%	7		41.70%	10		47.60%	10		27.30%	6		40.20%	33
48.) What percentage of centers that have written policies have these policies reviewed by legal counsel?															
Yes		13.30%	2		20.80%	5		38.10%	8		22.70%	5		24.40%	20
No		86.70%	13		79.20%	19		61.90%	13		77.30%	17		75.60%	62
During the Fall and Spring terms, what percentage of time does a full-time counselor spend on the following areas:															
49a.) Direct Service - any service involving assistance to the students (i.e., individual/group counseling, intakes, assessment, crisis intervention, student workshops, or outreach)															
	63.7	30 – 95		63.6	40 – 94		60.1	40 – 80		58.4	35 – 86		61.8	30 – 95	
49b.) Indirect Service - supervision, RA/peer/clinical training, consultation, case conferences, case notes, and other outreach															
	18.1	2 – 50		17.9	3 – 35		22	5 – 45		22.7	10 – 50		19.8	2 – 50	
49c.) Administrative Service - staff business meetings, committee work, center management, and professional development															
	14.3	0 – 45		13.8	2 – 40		13.6	3 – 28		13.6	4 – 25		13.9	0 – 45	
49d.) Other - research, teaching, etc.															
	3.9	0 – 30		4.7	0 – 28		4.2	0 – 20		5.3	0 – 20		4.5	0 – 30	
50.) Based on a 40-hour week, what are the case load expectations for full-time counselors with no other primary assignment (e.g., training/clinical director, program coordinator, etc.) This															
	23.8	0 – 33		23.1	10 – 40		22.7	12 – 30		22.3	15 – 30		23	0 – 40	
51a.) Does your Center's evaluation form include a question that asks students if counseling has helped with their decision to remain enrolled in your institution?															
Yes		57.30%	43		57.60%	49		71.40%	35		69.80%	44		62.90%	171
No		42.70%	32		42.40%	36		28.60%	14		30.20%	19		37.10%	101
51b.) If "Yes", what percentage responded positively?															
	56.1	10 – 100		58.8	10 – 98		63.9	0 – 100		54	0 – 92		58	0 – 100	

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=78			n=88			n=52			n=66			n=284			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
52a.) Does your Center's evaluation form include a question that asks students if counseling has helped with their academic performance?																
Yes		59.50%	44		70.70%	58		67.30%	33		84.10%	53		70.10%	188	
No		40.50%	30		29.30%	24		32.70%	16		15.90%	10		29.90%	80	
52b.) If "Yes", what percentage responded positively?																
	61.20%	10 – 100%	40	61.10%	5 – 100%	48	61%	20 – 95%	28	62.40%	14 – 95%	38	61.40%	5 – 100%	154	
53a.) Has your Center had to give warning in the past year to a third party about a client that posed a danger to another student?																
Yes		11.70%	9		17.40%	15		19.60%	10		23.40%	15		17.60%	49	
No		88.30%	68		82.60%	71		80.40%	41		76.60%	49		82.40%	229	
53b.) If "Yes", how many times were such warnings given?																
	2	1-5	18	1.7	1 – 5	25	5.6	1 – 40	56	2.4	1 – 10	34	2.8	1-40	133	
If your center hired one or more professional staff members in the past year, please list their salary under the appropriate category. If more than one staff member was hired within a																
54a.) Director																
Minority Male							60K	60K	1	86K	82K – 90K	2	77.3K	60K – 90K	3	
Minority Female	67.2K	54.3K – 80K	2										67.2K	54.3K – 80K	2	
Caucasian Male	62K	60K – 65K	5	65.4K	52K – 75.5K	6	60K	60K	1	88.9K	72K – 120K	7	72.9K	52K – 120K	19	
Caucasian Female	58.7K	42.5K – 89.5K	16	69.6K	54.6K – 102K	11	75.3K	48K – 95K	3	77.5K	71K – 84K	2	65.2K	42.5K – 102K	32	
54b.) Training Director																
Minority Male										69K	69K	1	69K	69K	1	
Minority Female										76.5K	60K – 93K	2	76.5K	60K – 93K	2	
Caucasian Male				51K	49K – 53K	2				76K	55K – 105K	3	66K	49K – 105K	5	
Caucasian Female				57.5K	50K – 65K	2	72K	72K	2	69.4K	59K – 80K	5	67.3K	50K – 80K	9	

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
54c.) Counselor with PhD and Experience															
Minority Male							60K	60K	1	58.5K	51.7K – 72K	5	58.8K	51.7K – 72K	6
Minority Female				70K	70K	1				72.3K	65K – 83K	5	71.9K	65K – 83K	6
Caucasian Male	49K	48K – 50K	2	50.3K	46K – 54K	3	56.9K	52.5K – 62K	4	62.9K	42K – 72K	7	57.3K	42K – 72K	16
Caucasian Female	59.1K	41.9K – 69K	3	54.2K	48K – 72K	7	60K	54K – 66K	2	55.6K	46K – 72K	10	56K	41.9K – 72K	22
54d.) Counselor with New Doctorate															
Minority Male	61.5K	61.5K	1							54.2K	48.5K – 65K	4	55.7K	48.5K – 65K	5
Minority Female				52K	52K	2	55.5K	45K – 65K	5	50.9K	35K – 65K	6	52.9K	35K – 65K	13
Caucasian Male	51.6K	51.6K	1	51.1K	46K – 58.5K	4	48.5K	48.5K	1	53K	43K – 65K	8	52K	43K – 65K	14
Caucasian Female	40.6K	40.6K	1	45.6K	42K – 54K	7	44.9K	36K – 51K	5	52.3K	42.5K – 68K	16	49K	36K – 68K	29
54e.) Counselor who is ABD.															
Minority Male										40K	36K – 44K	2	40K	36K – 44K	2
Minority Female	52.5K	52.5K	1				43K	43K	1	38.5K	37K – 40K	2	43.1K	37K – 52.5K	4
Caucasian Male				49K	48K – 50K	2				49K	49K	1	49K	48K – 50K	3
Caucasian Female	50K	50K	1				43K	34K – 52K	2	46K	43K – 49K	2	45.6K	34K – 52K	5
54f.) Counselor with MA and Experience															
Minority Male				47K	47K	1				48K	48K	1	47.5K	47K – 48K	2
Minority Female				49K	46K – 52K	2	37.5K	37.5K	1				45.2K	37.5K – 52K	3
Caucasian Male	47.7K	30K – 79K	5	40.9K	36K – 44K	4	45K	45K	1	43K	43K	1	44.5K	30K – 79K	11
Caucasian Female	46K	40K – 50.4K	5	42.9K	32K – 53K	11	40K	34K – 45K	3	44.2K	38K – 50K	8	43.5K	32K – 53K	27
54g.) Counselor with New MA															
Minority Male				51K	51K	1	35K	35K	1				43K	35K – 51K	2
Minority Female				32K	32K	1							32K	32K	1
Caucasian Male	40K	40K	1	39.5K	30K – 49K	2							39.7K	30K – 49K	3
Caucasian Female				35.5K	30K – 41K	2	33K	33K	1	38.7K	32K – 44K	3	36.7K	30K – 44K	6

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
54h.) Counselor with MSW and Experience															
Minority Male															
Minority Female							65K	65K	1	55.5K	54K – 57K	2	58.7K	54K – 65K	3
Caucasian Male	30K	30K	1	37.5K	37.5K	1							33.8K	30K – 37.5K	2
Caucasian Female	54.7K	42K – 77.2K	3	45.1K	40K – 56K	5	58.7K	45K – 78K	5	54.9K	38K – 72K	9	53.5K	38K – 78K	22
54i.) Counselor with New MSW															
Minority Male															
Minority Female															
Caucasian Male															
Caucasian Female	76.5K	76.5K	1	50K	50K	1	35K	35K	1				53.8K	35K – 76.5K	3
54j.) Counselor with BA															
Minority Male															
Minority Female															
Caucasian Male															
Caucasian Female										43K	43K	1	43K	43K	1
54k.) Psychiatrist/MD (annual salary)															
Minority Male															
Minority Female							143K	143K	1				143K	143K	1
Caucasian Male							110K	110K	1	140K	140K	1	125K	110K – 140K	2
Caucasian Female										134.6K	120K – 175K	7	134.6K	120K – 175K	7
54l.) Psychiatrist/MD (hourly rate)															
Minority Male															
Minority Female															
Caucasian Male	150	150	2	210	200 – 220	2				150	150	1	174	150 – 220	5
Caucasian Female				125	125	1				82.5	70 – 95	2	96.7	70 – 125	3

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
54m.) Pre-Doctoral Intern															
Minority Male										23.5K	23.5K	1	23.5K	23.5K	1
Minority Female							20K	20K	1	24K	20.4K – 31K	12	23.7K	20K – 31K	13
Caucasian Male							20.7K	20K – 22K	3	22.3K	18K – 25K	9	21.9K	18K – 25K	12
Caucasian Female				21.2K	20K – 22.5K	2	24K	20K – 32K	3	22.3K	18K – 25.1K	17	22.5K	18K – 32K	22
54n.) Post-Doctoral Intern															
Minority Male	30.5K	26K – 35K	2										30.5K	26K – 35K	2
Minority Female							30K	30K	1	29.5K	24K – 35K	4	29.6K	24K – 35K	5
Caucasian Male				27K	27K	1	26K	22K – 30K	3	31.7K	24K – 38K	8	29.9K	22K – 38K	12
Caucasian Female	31.8K	27.5K – 36K	2				28K	26K – 30K	2	30.7K	25K – 35K	10	30.5K	25K – 36K	14
54o.) Other															
Minority Male															
Minority Female										55.5K	50K – 61K	2	55.5K	50K – 61K	2
Caucasian Male															
Caucasian Female	12.8K	2.7K – 23K	2				53.5K	53.5K	1	71K	36K – 106K	2	44.2K	2.7K – 106K	5
Based on a 12 month salary, what does your center pay the following professional staff? Please list the salary of one representative staff member for each "years in position" category if															
55a.) Director															
1-3 Years in Position	60.8K	36K – 90K	20	67.8K	42K – 123K	23	78.5K	48K – 102K	14	90.4K	72K – 120K	17	73.1K	36K – 123K	74
4-6 Years in Position	67K	47K – 100K	3	68.6K	43K – 110K	19	116.2K	68.2K – 205K	6	85.2K	56K – 120K	12	80.6K	43K – 205K	40
7-9 Years in Position	63K	42.5K – 89.5K	16	70.2K	53.5K – 81K	9	81.2K	56.5K – 120K	9	96.8K	72K – 118K	6	73.8K	42.5K – 120K	40
10-12 Years in Position	63.5K	62K – 65K	2	68.5K	54.6K – 90.6K	5	84.2K	78.5K – 90K	2	85.7K	71K – 99K	6	76.8K	54.6K – 99K	15
13-15 Years in Position	65.8K	48K – 117K	8	68.6K	61K – 80.3K	4	99K	70K – 128K	2	110.5K	92K – 126.5K	3	78.2K	48K – 128K	17
15+ Years in Position	73.7K	40K – 116.5K	17	87.6K	60K – 128.7K	15	86K	65K – 135K	13	109K	84K – 140K	13	88K	40K – 140K	58

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55b.) Training Director															
1-3 Years in Position				59.6K	49.6K – 68K	3	67K	47.3K – 85K	5	75.3K	55K – 105K	9	70.1K	47.3K – 105K	17
4-6 Years in Position	50K	50K	1				67.4K	61.6K – 76K	3	66.8K	52K – 93K	12	65.9K	50K – 93K	16
7-9 Years in Position				76K	68K – 84K	2	64.9K	56K – 76K	4	70.4K	60.1K – 90.9K	5	69.4K	56K – 90.9K	11
10-12 Years in Position							57.8K	53.5K – 62K	2	77.4K	69K – 92.4K	3	69.5K	53.5K – 92.4K	5
13-15 Years in Position				66K	66K	1	62K	62K	1	64.7K	59K – 68K	3	64.4K	59K – 68K	5
15+ Years in Position				75.3K	65K – 85.6K	2				78K	63K – 93K	5	77.2K	63K – 93K	7
55c.) Assistant or Associate Director															
1-3 Years in Position	57.1K	45K – 73K	8	54.2K	48K – 75K	11	68K	47K – 88K	4	66K	46K – 106K	20	61.5K	45K – 106K	43
4-6 Years in Position	49.2K	43K – 58.2K	4	56.8K	46.8K – 62.4K	5	60.4K	44K – 82K	4	63.9K	53.5K – 77.2K	14	59.9K	43K – 82K	27
7-9 Years in Position	65K	65K	1	49K	45K – 52K	3	57.6K	48K – 78.5K	6	81.5K	69K – 94K	2	60K	45K – 94K	12
10-12 Years in Position							126.5K	85K – 168K	2	73.5K	48K – 98.3K	5	88.7K	48K – 168K	7
13-15 Years in Position				90K	90K	1	67.5K	62K – 73K	2	79.7K	69K – 99K	3	77.4K	62K – 99K	6
15+ Years in Position	57K	50K – 74.5K	4	74.3K	66K – 87K	6	74.1K	55K – 100.4K	6	78.8K	60K – 108K	11	73.5K	50K – 108K	27

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55d.) Counselor with Ph.D.															
1-3 Years in Position	55K	40K – 67K	7	51.8K	42K – 76K	22	55.4K	44.5K – 75K	17	53.3K	35K – 73K	43	53.5K	35K – 76K	89
4-6 Years in Position	54.8K	40.9K – 64K	7	54.2K	46K – 60.5K	9	61.6K	36K – 117K	13	59.6K	45K – 91K	33	58.7K	36K – 117K	62
7-9 Years in Position				63K	59.5K – 68K	5	61.1K	42K – 75K	9	67.7K	50.5K – 93.5K	13	64.7K	42K – 93.5K	27
10-12 Years in Position				66K	66K	1	64.7K	47K – 110K	5	71.9K	50.6K – 120K	10	69.3K	47K – 120K	16
13-15 Years in Position				73K	55.6K – 90.3K	2	76K	52K – 125K	6	69K	46.5K – 85.5K	7	72.3K	46.5K – 125K	15
15+ Years in Position				93.7K	69K – 110K	3	74K	63.5K – 83.8K	5	72.8K	52K – 151.9K	20	75.3K	52K – 151.9K	28
55e.) Counselor who is A.B.D.															
1-3 Years in Position				42K	42K	1	43K	43K	1	40.4K	36K – 45K	5	41K	36K – 45K	7
4-6 Years in Position	40K	40K	1	43K	43K	1	34K	34K	1				39K	34K – 43K	3
7-9 Years in Position							73K	73K	1				73K	73K	1
10-12 Years in Position															
13-15 Years in Position															
15+ Years in Position				50K	50K	1				57K	57K	1	53.5K	50K – 57K	2
55f.) Counselor with MA															
1-3 Years in Position	40K	30K – 50K	10	43.4K	30K – 66.5K	24	71.3K	33K – 375K	10	43.5K	40K – 50.5K	9	48K	30K – 375K	53
4-6 Years in Position	45.7K	33K – 58K	6	47.5K	32K – 59.7K	11	43.6K	34K – 62K	8	45.8K	33.3K – 55K	10	45.8K	32K – 62K	35
7-9 Years in Position	58.8K	48K – 79K	4	49.8K	40.5K – 62.5K	9	41.3K	38K – 45K	3	51K	46K – 56K	2	50.5K	38K – 79K	18
10-12 Years in Position				60K	60K	1	57.7K	57.7K	1	52.6K	42K – 62.8K	6	54.2K	42K – 62.8K	8
13-15 Years in Position	55.6K	51.2K – 60K	2	57.7K	47K – 76.2K	4	71.5K	50K – 93K	2	52.2K	43K – 67K	5	57.4K	43K – 93K	13
15+ Years in Position	52.9K	40K – 65K	3	59.9K	46.6K – 74.5K	6	70.6K	46K – 96K	4	59.8K	41K – 85K	6	61K	40K – 96K	19

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55g.) Counselor with MSW															
1-3 Years in Position	44.2K	30K – 54K	5	47.6K	39.5K – 63K	13	53.5K	35K – 72K	2	49.8K	35K – 68K	12	48.3K	30K – 72K	32
4-6 Years in Position	50.7K	42K – 67K	3	49.8K	36K – 59K	4	50K	34K – 68K	5	50.6K	40K – 71K	11	50.3K	34K – 71K	23
7-9 Years in Position	58.1K	45K – 77.2K	4	50K	37.5K – 73.6K	4	50.4K	50.4K	1	56.3K	43.5K – 70K	10	55.1K	37.5K – 77.2K	19
10-12 Years in Position	271K	57K – 485K	2	44K	44K	1	46K	46K	1	55.7K	42.5K – 72K	6	96.6K	42.5K – 485K	10
13-15 Years in Position				52K	52K	1	51.7K	45K – 58K	3	64.1K	62.4K – 67K	4	57.9K	45K – 67K	8
15+ Years in Position				83K	56K – 110K	2	44K	42K – 46K	2	68.4K	53.1K – 84K	8	66.7K	42K – 110K	12
55h.) Counselor with BA															
1-3 Years in Position				37.6K	37.6K	1							37.6K	37.6K	1
4-6 Years in Position															
7-9 Years in Position	35K	35K	1										35K	35K	1
10-12 Years in Position										43K	43K	1	43K	43K	1
13-15 Years in Position															
15+ Years in Position				40K	40K	1							40K	40K	1
55i.) Psychiatrist/MD (annual salary)															
1-3 Years in Position				130K	130K	1	143K	143K	1	141K	120K – 175K	10	140.2K	120K – 175K	12
4-6 Years in Position				140K	140K	1	123.3K	30K – 180K	6	129K	101K – 146K	3	126.7K	30K – 180K	10
7-9 Years in Position							165K	165K	1	136.5K	136.5K	1	150.8K	136.5K – 165K	2
10-12 Years in Position							144.5K	110K – 179K	2	131K	120K – 142K	2	137.8K	110K – 179K	4
13-15 Years in Position										141.7K	132.5K – 151K	2	141.7K	132.5K – 151K	2
15+ Years in Position										133.7K	113.3K – 156K	6	133.7K	113.3K – 156K	6

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55j.) Psychiatrist/MD (hourly rate)															
1-3 Years in Position	151.2	100 – 220	4	153.6	125 – 200	7	115.2	86 – 150	4	112.5	65 – 160	2	139.2	65 – 220	17
4-6 Years in Position	125	100 – 150	2	161.5	114 – 240	6	112.5	100 – 125	2	113.2	82 – 131	4	135.5	82 – 240	14
7-9 Years in Position	143.8	75 – 300	4	140	140	1				101.7	83 – 122	3	127.5	75 – 300	8
10-12 Years in Position	145	140 – 150	2	173.8	115 – 250	4				70	70	1	150.7	70 – 250	7
13-15 Years in Position				150	150	1	92.5	75 – 110	2				111.7	75 – 150	3
15+ Years in Position	90	90	1	150	150	1	125	120 – 130	2	88.2	70 – 100	4	105.4	70 – 150	8
55k.) Learning Skills Specialist															
1-3 Years in Position				46K	46K	1	53.5K	53.5K	1	37.8K	37K – 38.5K	2	43.8K	37K – 53.5K	4
4-6 Years in Position				53K	53K	1				36K	36K	1	44.5K	36K – 53K	2
7-9 Years in Position							59K	59K	1				59K	59K	1
10-12 Years in Position				32K	32K	1							32K	32K	1
13-15 Years in Position															
15+ Years in Position				67K	56K – 78K	2							67K	56K – 78K	2
55l.) Other															
1-3 Years in Position	23.1K	60 – 43.8K	5	44.7K	22 – 110K	3	37K	37K	1	52.2K	26K – 106K	4	38.1K	22 – 110K	13
4-6 Years in Position				32K	32K	1	70K	70K	1				51K	32K – 70K	2
7-9 Years in Position	23K	23K	1	65	65	1	54.5K	29K – 80K	2	74.3K	66.7K – 82K	2	46.8K	65 – 82K	6
10-12 Years in Position				35K	35K	1	90K	90K	1				62.5K	35K – 90K	2
13-15 Years in Position										83K	77K – 88.9K	2	83K	77K – 88.9K	2
15+ Years in Position															
List directors salary again for the appropriate staff size and experience level category. Staff size should be based only on salaried individuals:															
56a.) 1 FTE															
Under 5 Years as Director	54.4K	36K – 80K	10	62.4K	42K – 83K	8	80.2K	60K – 98K	4				62K	36K – 98K	22
5-10 Years as Director	59.3K	42.5K – 68K	10	65.9K	59.9K – 72K	2							60.4K	42.5K – 72K	12
Over 10 Years as Director	54.1K	40K – 68K	9	69.5K	55K – 100K	4				84K	84K	1	60.6K	40K – 100K	14

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=78			n=88			n=52			n=66			n=284			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
56b.) 2-3 FTE																
Under 5 Years as Director	64.9K	50K – 85.3K	11	60.5K	45.8K – 77.5K	13	81.5K	68K – 95K	2	56K	56K	1	63.7K	45.8K – 95K	27	
5-10 Years as Director	65.7K	47K – 89.5K	9	61.5K	53.5K – 70K	6	67.5K	56.5K – 78.5K	2				64.4K	47K – 89.5K	17	
Over 10 Years as Director	70.5K	50K – 92K	12	84.6K	58.8K – 120K	9							76.5K	50K – 120K	21	
56c.) 4-7 FTE																
Under 5 Years as Director	60.8K	44.4K – 90K	4	80.8K	59K – 110K	9	76.7K	48K – 102K	9	74.2K	72K – 80K	5	75.2K	44.4K – 110K	27	
5-10 Years as Director	100K	100K	1	75.8K	52K – 124K	10	92.6K	68.2K – 135K	8	81.6K	59K – 118K	4	83.7K	52K – 135K	23	
Over 10 Years as Director	92.8K	60K – 117K	6	85K	61K – 129K	11	75.3K	55K – 93K	9	92.5K	86K – 99K	2	84.1K	55K – 129K	28	
56d.) 8-11 FTE																
Under 5 Years as Director				93K	93K	1	84K	84K	1	89.5K	80K – 101K	11	89.3K	80K – 101K	13	
5-10 Years as Director				77.4K	71.5K – 83.4K	2	81.9K	70K – 90K	5	91.5K	83K – 100K	2	83K	70K – 100K	9	
Over 10 Years as Director							85.5K	72K – 99K	2	95.3K	71K – 112K	7	93.1K	71K – 112K	9	
56e.) 12-16 FTE																
Under 5 Years as Director				95K	95K	1				101.2K	80K – 116K	6	100.4K	80K – 116K	7	
5-10 Years as Director							185K	165K – 205K	2	94.4K	81K – 118K	6	117K	81K – 205K	8	
Over 10 Years as Director							109.8K	69K – 135K	4	99.1K	93.3K – 104K	3	105.2K	69K – 135K	7	

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=78			n=88			n=52			n=66			n=284		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
56f.) 17+ FTE															
Under 5 Years as Director										98.6K	75K – 120K	4	98.6K	75K – 120K	4
5-10 Years as Director										106.3K	92.7K – 120K	2	106.3K	92.7K – 120K	2
Over 10 Years as Director										122.3K	116K – 134K	6	122.3K	116K – 134K	6

Alphabetical Listing of Participants

264 - Achter, John	163 - Brouwers, Mariette	172 - Doran, Lindley
132 - Alishio, Kip	66 - Brown, Steve	18 - Droz, Elizabeth
86 - Alvarez, Jacqueline	253 - Brownson, Chris	158 - Dunkle, John
146 - Amstey, Frederica	76 - Brunner, Jon	166 - Dunn-Steinke, Molly
40 - Arce, Elsa	213 - Bryant, Cynthia	199 - Eggers, John
145 - Armstrong, Rosemary	71 - Bucell, Michael	117 - Ellis, Diane
209 - Atkins, Pamlyn	190 - Buckingham, Jane	26 - Epstein, Bert
178 - Azar, Jim	161 - Burks, Suzanne	15 - Eriksson-Capes, Barb
269 - Aziz, Jihad	234 - Burmaster, Carrie	240 - Everhart, Deborah
136 - Backels, Kelsey	153 - Burns, Bill	47 - Ewing, Michael
267 - Balderrama, Sylvia	205 - Byrnes, Anne	36 - Farmer, Lorna
238 - Barkis, Marita	254 - Cannici, James	122 - Farrell, Patricia
22 - Barlow, Martha	260 - Carter, Leonard	281 - Ferden, Pat
150 - Barnette, Vivian	44 - Cassidy, Jennie	147 - Fisher, Anne
252 - Barr, Victor	4 - Chester, CAthie	141 - Fleck, Patti
100 - Barresi, Joseph	94 - Chew Jr., Lloyd	109 - Fletcher, Janice
227 - Beale, Charles	91 - Colbs, Sandy	121 - Foldeak, Max
214 - Berkich, Carla	13 - Commerford, Mary	107 - Forbes, Karen
27 - Berkow, Daniel	224 - Compliment, Brad	182 - Frere, Leslie
32 - Betsworth, Deborah	93 - Conboy, Ruth	143 - Friedman- Lombardo, Jaclyn
70 - Billerbeck, Janet	42 - Contreras, Raquel	110 - Fuchs, Kathleen
111 - Birky, Ian	79 - Conway, Christine	257 - Furtaw, Paul
268 - Bishop, Lisa	275 - Cook-Nobles, Robin	185 - Gibson, Ann
282 - Blaisch, Ilene	265 - Cooper, Stewart	236 - Gilleylen, Carl
255 - Blankenship, Lise	218 - Cosimano, Anne	170 - Givens, Chaney
74 - Bloom, Linda	246 - Cox, James	195 - Goldberg, Jet
231 - Bolin-Reece, Mary	67 - Cox, Sandra	223 - Gong-Guy, Elizabeth
8 - Bolle, Jeanne	34 - Cross, Keith	149 - Grayson, Paul
157 - Boone, Rebecca	155 - Crowley, Tim	168 - Green, Judith
50 - Booth, Ann	16 - Danchise, Roger	140 - Greiner, Doug
173 - Bottone, Fran	279 - Dasey-Morales, Maureen	119 - Guerra, Olga
101 - Bowers, Brett	80 - Dawes, Stephen	154 - Gunn, Chris
106 - Boyll, Suzanne	97 - Day, Michael	206 - Gurevich, Kenneth
258 - Brian, Tom J.	156 - Dellutri, Alexandra	
274 - Brounk, Thomas	278 - DeMerchant, Doug	

59 - Hallberg, Sara	251 - King, Bradford	112 - McKinnies, Magi
273 - Hamilton, Lisa	144 - Kline, Ronald	171 - McMahon, Roberta
131 - Hampel-Kozar, Vesna	108 - Knier, Cary	48 - McNulty, Sharon
9 - Hanks, Doug	56 - Koshork, Lori	130 - Meier, Beth
10 - Hanlon, Marcia	226 - Kramer, Tom	123 - Menzano, Silvestro
98 - Harper, Deb	219 - Krylowicz, Brian	61 - Molyneux, Annette
19 - Harrar, William	105 - Larson, Daniel	92 - Moorman, Annorah
160 - Heaton, Ph.D., Jeanne	96 - Lash, Julia	283 - Morse, Charles
164 - Heitzmann, Dennis	90 - Lastoria, Michael	175 - Mroz, Kenneth
124 - Henry, Jennifer	210 - Lazovik, Jeff	151 - Murray, Thomas
192 - Henry, Philip	181 - Lester, Joan	73 - Nelson, Bruce
169 - Hershbelle, Anne	115 - Linden, Kristin	63 - Nelson, John
201 - Herzbrun, Michael	241 - Linneman, Harry	102 - Newton, Fred
7 - Hestand, Phil	186 - LoCicero, Jack	128 - Nifakis, Debbie
249 - Hicks, Dale	174 - Long, Nancy	30 - Niland, Eileen
197 - Hill, Curtis	55 - Lovstuen, Brenda	60 - O'Hare, Marianne
62 - Hollingsworth, Kathy	243 - Lynch, Bruce	78 - Olliff, Kenton
12 - Hunt-Morse, Marcy	230 - Lynch Maestas, Michael	203 - O'Neill, Steve
271 - Hyman, Marea	23 - MacArthur, James	99 - Onestak, David
75 - Hynes, Robert	256 - MacDonald, Ida	31 - Osachy, Lisa
196 - Irvin, Valaray J.	202 - MacDonald, Shawn	244 - Osburn, Monica
148 - Irvine, John	261 - Magerkorth, Rebecca	85 - Palombi, Barbara
52 - Jabs, Carol	24 - Maggitti, Sara	58 - Papalia, Daria
137 - Janis, Booth	120 - Malloy, Leanne	125 - Payne, Molly
17 - Jenkins, Marshall	142 - Mancini, Franca	183 - Pendley, Kristina
29 - Jordan, Christy	270 - Manis, Amie	49 - Peterson, Michael
188 - Jorgensen-Funk, Sandy	165 - Manzo, Luis	250 - Phillips, Susan
211 - Kaufman, Robin	138 - March, Cindy	129 - Piassick, Emily
87 - Kazin, Bob	134 - Margolis, Gary	81 - Pollard, Jeff
88 - Kekaulike, Kanihala	14 - Marsh, Jim	6 - Pollock, Fran
3 - Kelemen, Franklin	179 - Mason, Mary Jo	225 - Polychronis, Paul
57 - Kelley, Michael	191 - Matthews, Shirley	5 - Pool, Cleave
113 - Kerrigan, John	262 - McGrath, Bob	235 - Pressler, Edna
118 - Kessler, Jane	20 - McGuinness, Thomas	204 - Price, Neal
	38 - McKinney, Rhonda	77 - Pritchett, Nikki
		229 - Pulakos, Joan
		103 - Putzel, Judith

68 - Quackenbush, Robert	127 - Siegel, Alan	208 - Turner, Sally
212 - Ramirez, David	41 - Smith, Christine	277 - Van Brunt, Brian
2 - Ramirez, Deborah	248 - Smith, Thomas	266 - Venable, Rhonda
284 - Rando, Robert	215 - Snodgrass, Gregory	21 - Vickio, Craig
37 - Rapaport, Ross	83 - Solbach, Robin	114 - Vincent, Drayton
35 - Rayburn, Monroe	198 - Sonnenberg, Judy	233 - Wagar, Barbara
263 - Reilly-Myklebust, Alice	242 - Spano, David	176 - Wagner, Joyce
184 - Richards, Sheri	221 - Spodick, Jonathan	228 - Waldman, Ken
276 - Ritchie, John	54 - Spoltore, Janet	39 - Walker, Jeanne
217 - Robin, Tracy	193 - St. John, Judy	65 - Waller, Beatrice
11 - Roddy, Lowell	25 - Stevens, Mark	194 - Way, Mary
222 - Rodolfa, Emil	95 - Stockton, Nancy	177 - Weas, John
216 - Rosen, Donald	69 - Strader, Scott	259 - Weitzman, Lauren
159 - Ross, Charles	126 - Strassman Perlmutter, Janet	82 - Wells, Marolyn
220 - Ross, Julie	167 - Sullivan, Erin	239 - Welt, Kenneth
1 - Rowlands, Steve	53 - Swanson, Amy	104 - Wiggum, Candice
200 - Ruthrauff, Terry	72 - Swarr, Amy	232 - Williams, Nate
152 - Salter, Lee	89 - Taylor, Lynn	180 - Wilson, David
207 - Saunders-Fields, Christine	187 - Thames, Terri	139 - Wilson, Kelly
46 - Schwaiger Willig, Patsy	247 - Thomas, Barbara	51 - Winesett, Mitzi
33 - Sellers, Jes	162 - Thompson, Lenora	189 - Wolfe, Larry
84 - Sheridan, Maureen	45 - Thompson, Mark	28 - Wolthuis, Randall
237 - Showalter, Marc	280 - Thomson, Don	64 - Woodruff, Holly
272 - Shuster, Art	133 - Tipps, Jane	43 - Yates, Richard
	135 - Torgerson, Carrie	
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